

2017

**USC** Verdugo  
Hills Hospital  
Keck Medicine of **USC**



# USC Verdugo Hills Hospital

## Annual Report and Plan for **COMMUNITY BENEFIT**

**Fiscal Year 2017**

(July 1, 2016 – June 30, 2017)

Submitted to:  
Office of Statewide Health Planning & Development  
Healthcare Information Division  
Accounting and Reporting Systems Section  
Sacramento, California

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## **KECK MEDICINE OF USC**

Keck Medicine of USC is the University of Southern California's medical enterprise. Encompassing academic excellence, world-class research and state-of-the-art clinical care, we attract internationally renowned experts who teach and practice at the Keck School of Medicine of USC, the region's first medical school.

We operate the Keck Medical Center of USC, which includes two acute care hospitals: Keck Hospital of USC and USC Norris Cancer Hospital. The enterprise also owns the community hospital USC Verdugo Hills Hospital, and it includes more than 40 outpatient facilities, some at affiliated hospitals, in Los Angeles, Orange, Kern, Tulare and Ventura counties. In addition, we operate USC Care Medical Group, a medical faculty practice.

In 2017, U.S. News & World Report ranked Keck Medical Center of USC among the Top 10 hospitals in the state and among the Top 50 hospitals in the United States in five specialties: ophthalmology, urology, cancer, geriatrics and orthopaedic surgery.

## **USC VERDUGO HILLS HOSPITAL**

USC Verdugo Hills Hospital began in 1947 as Behrens Memorial Hospital. Rather than expand the Behrens facility, a new hospital was built on the hilltop land donated by the Greene family. In 1972, Verdugo Hills Hospital was created serving patients in the cities of Glendale and La Cañada Flintridge, as well as the surrounding Foothill communities of Southern California.

In 2013, Verdugo Hills Hospital partnered with the University of Southern California (USC), creating USC Verdugo Hills Hospital. USC Verdugo Hills became part of Keck Medicine of USC, which includes the Keck Medical Center of USC, USC Norris Cancer Hospital and Keck School of Medicine of USC.

USC Verdugo Hills Hospital is a 158-bed nonprofit community hospital. Services include a 24-hour emergency room staffed by USC faculty physicians; a primary stroke center; bariatric and minimally invasive surgery; OB-GYN and infant services; orthopaedic surgery; occupational, physical and speech therapy; cardiac rehabilitation; and imaging and diagnostic services including mammograms, magnetic resonance imaging (MRI), CT scans and angiograms.

## **MISSION STATEMENT**

Our mission is to provide personalized, high-quality healthcare relevant to our patient community.

## **VISION STATEMENT**

Our vision is to differentiate our hospital by delivering excellent clinical outcomes and superb customer service.

## **GOVERNANCE**

Thomas E. Jackiewicz, Chairman

Keith Hobbs, Vice Chairman

Lil DelCampo, Secretary

### Members

Todd Andrews

Tamara Capretta

Carl R. Chudnofsky, MD

Robert E. Develle, Jr.

Steven Giannotta, MD

Rod Hanners

Steven Hartford, MD

Craig Moritz, MD

Joseph Ouzounian, MD

David Sagal

Shawn T. Sheffield

James Staten

Steve Wilder

## **COMMUNITY ADVISORY BOARD**

The Community Advisory Board is an advisory committee for the hospital's community benefit programs and reports to the Board of Directors. The Community Advisory Board reviews and validates legal and regulatory compliance specific to community benefit mandates; assures community benefit programs and services are effectively meeting identified community health needs; and increases transparency and awareness of community benefit activities. The members of the Community Advisory Board include:

Robert E. Develle, Jr., Chairman

Sue Wilder, Vice Chairman

Jeannine Taylor, Secretary

### Members

Chandnish Ahluwalia, MD

Todd E. Andrews

Paul Craig Armand Dorian, MD

Roderick G. Dorman

Captain Tim Feeley  
John Genovese  
Steven L. Hartford, MD  
Keith Hobbs, Ex-Officio Member  
Cecilia Pyzow  
Chief Cody Smith  
Edward A. Wopschall, II

## **OUR COMMUNITY**

USC Verdugo Hills Hospital is located at 1812 Verdugo Boulevard, Glendale, California 91208. The hospital serves the communities of Altadena, Eagle Rock, Glendale, Highland Park, La Cañada Flintridge, La Crescenta, Montrose, Pasadena, Sunland, Sylmar, Tujunga, and Verdugo City. These communities are located in Service Planning Areas (SPAs) 2, 3 and 4 in Los Angeles County.

The population of the service area is 555,265. Children and youth (ages 0-17) make up 20.8% of the population; 36.5% are 18-44 years of age; 27.9% are 45-64; and 14.8% of the population are older adults, 65 years of age and older. The racial/ethnic composition of the area is highly diverse and geographically concentrated. Over half of the population (54%) in the city of Glendale is foreign born, with large concentrations of Armenian and Mexican immigrants. Overall, 61% of households in the service area do not speak English at home: 44% of households in the Glendale ZIP codes reported speaking an Indo-European language at home, while 57% to 63% of households in Highland Park and Sylmar reported speaking Spanish at home.

Educational attainment is considered a key driver of health status with low levels of education linked to poverty and poor health. In the service area, 84.5% of the adult population, 25 years and older, have obtained a high school diploma or higher education. This is higher than the state rate of 81.5%. The unemployment rate in the service area was 7.5%, however, in some locations, Highland Park and areas of Glendale (ZIP Codes 91204 and 91205), the unemployment rates were up to 9.5%. Overall, a lower percent of families in the service area live below poverty (11%) than the county (15%), and 8% of families with children live below poverty in the service area.

## **COMMUNITY HEALTH NEEDS ASSESSMENT**

In 2016, USC Verdugo Hills Hospital conducted a Community Health Needs Assessment (CHNA) as required by state and federal law. California Senate Bill 697 and the Patient Protection and Affordable Care Act and IRS section 501(r)(3) direct tax exempt hospitals to conduct a CHNA and develop an Implementation Strategy every three years. This Community Health Needs Assessment was carried out in partnership with Glendale Adventist Medical Center and Glendale Memorial Hospital and Health Center.

The CHNA incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area. Secondary data were collected from a wide range of local, county, and state sources. Two focus groups were convened to obtain information and opinions from 48 persons who represented the broad interests of the community served by the hospital. Participants in the focus group

included individuals who are leaders and representatives of medically underserved, low-income, minority and chronic disease populations, or regional, state or local health or other departments or agencies that have current data or other information relevant to the health needs of the community served by the hospital facility.

### Priority Health Needs

The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources. The identified significant health needs were prioritized with input from the community at a Prioritization Forum. The community input resulted in the following list of prioritized health needs, and their designation as a driver or an outcome:

**Prioritized Health Needs, Separated by Outcomes and Drivers**

Rank	Health Outcomes	Rank	Health Drivers
1	Mental Health	1	Homelessness and Housing
2	Obesity/Overweight	2	Substance Abuse
3	Substance Abuse	3	Poverty
4	Diabetes	4	Access to Health Care
5	Cardiovascular Disease	5	Dental Care
6	Cancer	6	Violence/Injury/Safety
7	Stroke	7	Preventive Wellness
8	Communicable/Infectious Diseases	8	Geriatric Support
9	Sexual Health / Sexual Transmitted Diseases	9	Transportation

The complete Community Health Needs Assessment and the sources of data can be accessed at <http://uscvhh.org/giving/community-benefit>.



## **COMMUNITY BENEFIT SERVICES SUMMARY FY2017**

Community benefit services promote health and healing and are focused on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to health care; or enhance the health of the community; or advance medical or health care knowledge; or reduce the burden of government or other nonprofit community efforts.

### **Community Health Improvement Services**

*Activities carried out to improve community health, available to the public, which address a community need.*

#### Community Health Education

##### **Health Education Seminars**

The hospital made health education sessions available to the public and health care professionals. Sessions addressed disease prevention and health and wellness, including: infant care, cancer treatment, art therapy, GERD, pain management, organ donation, cancer, fitness, nutrition, senior fall prevention, suicide prevention, men's and women's health, childbirth preparation, and orthopaedic care. Health education seminars reached over 2,775 persons.

##### **Community CPR**

Classes available to the community included: hands free CPR, infant CPR, CPR renewal and CPR instructor training; 561 persons were reached.

##### **BEGINNINGS Early Pregnancy Class**

As part of the hospital's Family Education Program, classes addressed pregnancy-related health topics, including nutrition, common discomforts of pregnancy, relaxation techniques and baby's development in the womb; 94 individuals attended. Classes were offered monthly and were open to the public. A decision to deliver at the hospital was not required to participate.

##### **New Mothers Forum Support Group**

Weekly discussion groups were open to the public and helped new mothers ease through the adjustments of motherhood. The support group was facilitated by a family education program instructor; 446 individual encounters were provided.

##### **Breastfeeding Support Group and Workshops**

Support groups and workshops offered breast-feeding advice and support to new mothers. The support groups were facilitated by a lactation specialist. Open and free to the public, babies in arms were welcomed. A total of 882 encounters were documented.

### **Bariatric Support Meeting**

Led by bariatric surgeons, free monthly support meetings were offered. Community members learned ways to improve their quality of life through reaching their weight-loss goals and decrease health risk factors that lead to obesity. This program reached over 44 individuals.

### **Community Support Groups and Meetings**

Health and wellness support groups and programs for local organizations encompassing a variety of health, quality of life and philanthropic issues met regularly at the hospital.

### **Health Fairs and Health Awareness Events**

The hospital participated in community events, provided first aid and hosted educational booths, providing the public with information on risk prevention and disease management. USC Verdugo Hills Hospital hosted its annual Health and Wellbeing Fair and participated in the Glendale Health Festival, CalTech Health Fair, JPL Health and Safety Fair, and YMCA of the Foothills Senior Health Fair. The hospital provided health education, resource information and referrals to health and community services. In addition, they provided blood pressure screening for 230 persons, cholesterol and glucose screenings for 120 persons, vision screening for 120 persons, and balance screening for 42 persons. In conjunction with the Roxana Todd Hodges Foundation carotid artery screening was provided for 75 persons.

### Community Based Clinical Services

#### **La Cañada Unified School District TB Tests**

USC Verdugo Hills Hospital, together with the La Cañada Parent Teacher Association (PTA) Council, administered free TB screenings to La Cañada Unified School District (LCUSD) parent volunteers. This community program screened 204 persons.

#### **Influenza Immunization Clinic**

USC Verdugo Hills Hospital offered free flu vaccines in the community; 189 vaccines were administered.

#### **Mammogram Screenings**

USC Verdugo Hills Hospital provided 30 low-cost (\$99)\_ mammogram screenings for women in La Cañada Flintridge, Glendale and Montrose.

### Health Care Support Services

#### **Transportation Services**

Transportation is a documented barrier to accessing health care services. The hospital

paid for taxi vouchers, ambulance services and van transportation for low-income patients and families who could not afford transportation to obtain needed health care services.

### **Health Professions Education**

*Educational programs for physicians and medical students, nurses and nursing students, and other health care professionals and students.*

#### Graduate Medical Education

The USC Hospitals are clinical settings for Interns, Residents and Fellows from the USC Keck School of Medicine. Clinical faculty at the Keck School of Medicine directs a broad range of accredited residency and fellowship training programs.

#### Nursing Education

370 nursing students from California State University Los Angeles, Azusa Pacific University, California State University Dominguez Hills, West Coast University, Pasadena City College, and Glendale Community College were precepted by the VHH nursing staff.

#### Other Health Professions Education

Staff at the hospital served as clinical preceptors for a number of health professions students, including social work, health administration, physical therapy, lab technician, and radiology.

#### Continuing Education

The hospital hosted bi-weekly lunch and learn education events made available to health providers throughout the hospital staff and the provider community.

Monthly Case Managers Breakfast Meetings were held at USC Verdugo Hills Hospital featuring guest speakers on a number of health topics; 309 persons attended the meetings. These meetings were open to health care professionals in the community.

### **Research**

*Clinical and community health research, and studies on health care delivery that are generalizable, shared with the public and funded by the government or a tax-exempt entity; does not include the costs of proprietary research.*

Clinical trials take place at the USC Health Sciences Campus. Administration and oversight are provided for all research studies that involve hospital patients and facilities. Much of the research performed is made possible by grants and other

philanthropic support. In compliance with Federal regulations, research expenses are reported after applying the restricted research specific offsetting funding revenue.

### **Cash and In-Kind Donations**

*Funds and in-kind services donated to community groups and other nonprofit organizations.*

USC Verdugo Hills Hospital offered cash and in-kind donations to nonprofit organizations that support community benefit efforts.

### **Community Building Activities**

*Activities that support community organizations by offering the expertise and resources of the hospital.*

#### Economic Development

USC Verdugo Hills Hospital actively supported the La Cañada Flintridge Chamber of Commerce, Crescenta Valley Chamber of Commerce, the Glendale Chamber of Commerce, and the Montrose Verdugo City Chamber of Commerce and supported issues impacting community health and safety.

#### Community Support

USC Verdugo Hills Hospital collaborated with a number of community partners in support of community health organizations and the business community. Efforts included outreach and planning to support community efforts. Examples of organizational partnership meetings included the Glendale Healthy Community Coalition, YMCA of the Foothills, and Comprehensive Community Health Clinics.

#### Coalition Building and Advocacy

Hospital representatives serve on a number of local, regional and state level organizations and committees that address health improvement and support professional health organizations. USC Verdugo Hills Hospital engaged in advocacy efforts that supported access to health care.

#### Workforce Development

Our state faces a documented shortage of health professionals to care for our aging population. Therefore, the hospital is committed to support the next generation of health care professionals. USC Verdugo Hills Hospital provided job mentoring programs, job shadowing and introduced health care careers to middle school and high school students through tours and education sessions; 186 students were reached.

## FINANCIAL SUMMARY OF COMMUNITY BENEFIT

USC Verdugo Hills Hospital, Keck Hospital of USC, and USC Norris Cancer Hospital community benefit funding for FY17 (July 2016 – June 2017) are reported as a combined entity and summarized in the table below.

<b>Community Benefit Categories</b>	<b>Net Benefit</b>
Charity Care Financial Assistance <sup>1</sup>	\$4,179,837
Unpaid Costs of Medi-Cal and Other Means Tested Government Programs <sup>2</sup>	\$39,322,916
Health Professions Education and Research <sup>3</sup>	\$26,067,073
Other for the Broader Community <sup>4</sup>	\$1,762,763
<b>TOTAL COMMUNITY BENEFIT PROVIDED Excluding Unpaid Costs of Medicare</b>	<b>\$71,332,589</b>
Unpaid Costs of Medicare	\$122,246,290
<b>TOTAL COMMUNITY BENEFIT PROVIDED Including Unpaid Costs of Medicare</b>	<b>\$193,578,879</b>

<sup>1</sup> Charity Care - Includes traditional charity care/financial assistance to eligible patients at reduced or no cost based upon the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which costs are determined based on the overall cost to charge ratio. This total includes the Hospital Provider Fees (HPF) paid to the State of California.

<sup>3</sup> Costs related to health professions education programs, including graduate medical education and clinical training for students, and research that the hospital supports.

<sup>4</sup> Includes non-billed activities, such as community education, screenings, support groups and health support services; community benefit operations; and grants and in-kind donations to support community health.

## **COMMUNITY BENEFIT PLAN FOR FY 2018**

In FY16, USC Verdugo Hills Hospital completed a Community Health Needs Assessment in partnership with Glendale Adventist Medical Center and Glendale Memorial Hospital and Health Center. As required by federal IRS guidelines, an Implementation Strategy was developed to address the priority health needs of access to care, cancer, diabetes, mental health, and overweight and obesity. This plan spans the time period FY16-FY18. For FY18, the hospital plans to continue to meet the identified priority health needs through a commitment of resources with the following programs and services.

### **Access to care**

#### **Strategies**

- Provide financial assistance through both free and discounted care for health care services, consistent with the hospital's financial assistance policy.
- Provide transportation support to increase access to health care services.
- Support primary care providers by offering USC specialty care expertise from the physicians at Keck Medicine of USC.
- Offer free and low-cost health care services (e.g. TB tests, flu shots, mammograms) to reduce disease and disability.

### **Cancer**

#### **Strategies**

- Offer cancer support groups for persons with cancer and their caregivers.
- Offer low-cost mammogram screenings.
- Focus efforts to address prostate health among identified underserved communities.
- Provide cancer education, screening and treatment.
- Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent cancer.

### **Diabetes**

#### **Strategies**

- Provide diabetes education, screening and treatment.
- Offer health information and referrals to needed services at community health events.
- Increase access to diabetic wound treatment.
- Provide public health education in the media and community health awareness events to encourage healthy behaviors and prevent diabetes.

## **Mental Health**

### **Strategies**

- Provide health education and support groups that offer information, resources and assistance on mental health issues.
- Develop partnerships among USC mental health specialists, primary care providers and community-based mental health service providers to increase screening and treatment of mental health problems.

## **Overweight and Obesity**

### **Strategies**

- Offer community education focused on healthy eating and increased physical activity.
- Offer breastfeeding support and advice to new mothers.
- Provide bariatric support groups to reduce health risk factors.
- Provide free screenings.
- Support community walking programs.

## **Plan Effectiveness**

USC Verdugo Hills Hospital convenes a Community Advisory Board that annually reviews the plan and its effectiveness. The Community Advisory Board is comprised of hospital and community representatives. It is through the Community Advisory Board that we solicit community views on the hospital community benefit plan. The Advisory Board reports to the Governing Board on community benefit efforts and program effectiveness.

## **Measuring Impact**

USC Verdugo Hills Hospital will monitor and evaluate the programs and activities outlined above. The hospital anticipates that the actions taken to address significant health needs will improve health knowledge, behaviors, and status; increase access to care; and help support good health. The hospital is committed to monitoring key initiatives to assess impact. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled Community Health Needs Assessment.